KICK OFF MEETING

Agenda

- Review of Core Documents
- Review of Budget
- Human Resources
- Logistics and Administration Support
- Monitoring and Evaluation
- Reporting
- Visibility
- Coordination
- Humanitarian Accountability Partnership
- Compliance Requirements
Kick Off Meeting

When receiving new funding, for ongoing as well as for new projects, it is useful to conduct a kick off meeting including relevant staff members from all departments which have a stake in the implementation of the project, e.g. project manager(s), logistics, finance, procurement, HR and safety/security. The kick off meeting is held in order to create a common understanding of division of responsibilities, time lines and deadlines as well as compliance requirements. This will facilitate optimal cooperation between the involved departments and in turn optimal project implementation. In the case that one person is responsible for more than one of the mentioned functions, it is still important to represent all angles when conducting the kick off meeting, lest any issue falls between the cracks.

Review of Core Documents

a) Go through the grant agreement and logical framework analysis (LFA) in order to establish a general and common understanding of the project (project cycle, implementation strategy and approach, activities, results).

b) Identify who is responsible for developing a detailed activity implementation plan with clear outputs and when.

Review of Budget

a) Review all budget lines in the overall project budget and add explanatory notes to each re utilization, person responsible and timeframe. This way, mistakes re who is in charge of which part of the budget will be avoided (e.g. “transportation costs” may cover more than one purpose and/or more than one department – this must be identified from the outset). At the same time, the budget should be checked against the project description in terms of activities and outputs to make sure that all planned activities and support functions are covered financially. If discrepancies are found, timely adjustments must be made to budget or activities/outputs in cooperation with HQ and donor.

b) Identify the donor’s requirements regarding periodic financial reporting.

c) Identify who is responsible for developing a format for and for making periodic forecasts on liquidity, instalments and burn rate in order to guide project implementation and financial monitoring.

Human Resources

a) Draw up a staffing plan showing all positions to be filled according to grant agreement (project description and budget). The plan must include time lines and show number of months for each position. Identify staffing gaps to be filled as well as overlaps. This is done to secure timely employment and planning of needed personnel and to check that all staffing needs are covered financially throughout the entire project life time.
b) In the case of shared cost salaries, make a pay roll plan showing which staff members will be paid how much from which project budgets.

c) If the donor so requires, establish time sheets and identify who is responsible for making time sheets and who is responsible for approving the payment of salaries based on time sheets.

**Logistics and Administration Support**

a) Procurement: draw up a procurement plan and identify all steps necessary for correct and timely procurement including derogations where relevant.

b) Identify all members of the Tender Opening Committee if relevant.

c) Identify who is responsible for familiarizing all key staff members involved in procurement with relevant procurement requirements.

**Monitoring and Evaluation**

a) Identify key indicators to monitor progress.

b) Identify all verification requirements including required means of verification as well as data collection tools and formats to be used in project implementation as stipulated in the grant agreement. Where tools and formats have not been designed already, identify who is responsible for developing these so that all required data are collected, recorded and reported on from day one.

c) Identify who is responsible for developing a monitoring and evaluation plan and matrix and when, so that monitoring may be properly planned and initiated from the outset of project implementation and so that any evaluation may be planned well in advance.

d) If an evaluation is foreseen, make a plan for when and how to prepare the terms of reference and identify a consultant/consultancy company (please note, that engaging a consultant is viewed as a HR matter, whereas making use of the services of a consultancy company is dealt with as a procurement matter).

**Reporting (during and after the project)**

a) Identify required reporting frequency and format for internal purposes.

b) Identify required reporting frequency and formats/tools for the donor.

c) Identify who is responsible for entering all donors, DRC internal and informal reporting into the Grants Management System (GMS) and updating it so that reporting plans may be drawn from the GMS at any time.

d) Identify which reports go directly to the donor representative and which reports must pass HQ, from where they are forwarded to the donor representative. Identify who must be copied when reports are delivered.

e) If more than one person is involved in reporting, identify who is responsible for which report contributions and who is responsible for compiling reports – for both of these, deadlines
must be set in order to allow for timely reporting. This goes for financial as well as narrative reporting.

Visibility

a) DRC’s and donor’s visibility requirements and guidelines (type, timeliness and scope) are to be identified and a visibility plan drawn up, determining who is responsible to do what when.

b) All staff members should be familiar with relevant visibility guidelines.

Coordination

a) Identify all relevant coordination fora (UN, NGO, local authorities, donor, internal) and identify who is responsible for representation in which coordination fora.

HAP (Humanitarian Accountability Partnership)

a) Identify gaps in compliance with HAP requirements (e.g. commitment to HAP standards, staff competency, sharing information, participation, complaints-handling, learning).

b) Identify who is responsible for ensuring that all staff members are familiar with HAP requirements.

c) Identify who is responsible for drawing up a plan for mainstreaming, monitoring and reporting on compliance with HAP requirements in the project.

d) Identify who is responsible for initiating and continuing compliance with HAP as well as monitoring and reporting on compliance. Reporting on compliance with HAP requirements and standards is not to be dealt with as a separate issue, rather, HAP requirements and standards must be incorporated into project activities and implementation methods in such a way that they permeate project implementation. Thus, compliance is reported on indirectly through the mentioning of HAP furthering methods applied and achievements made through these methods.

Compliance Requirements

a) Identify all compliance requirements mentioned in the grant agreement and identify who is responsible for compliance with which requirements.

b) Identify who will be responsible for taking key staff through all rules and regulations of the donor in question.

End.